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Cy 3**DRAFT No. 3**
26 April 1963**MEMORANDUM FOR: Deputy Director/Intelligence****SUBJECT: Recommended Procedures for Labeling
of NPIC Briefing Boards**

1. In accordance with your instructions of 5 April, a group of representatives of DDA offices (NPIC, ORR, OCI, OSI) was called together by the undersigned. The group has had a number of meetings and a tour of NPIC. The following recommendations represent the agreed views of the group.

BACKGROUND

2. Under present procedures a combined CIA/DIA team of photo interpreters reviews the film from which briefing boards are to be derived. This may take place either before the start of the mission readout or concurrently with the readout, which normally begins at 0800. When it precedes the readout, all night or early morning exercises are frequently necessary in order to have the boards ready by 0800. The actual selection of board subjects is made by the NPIC mission coordinators, under whom a number of PI teams work. Selection is normally based on the COMOR target list as well as on quality of

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coverage. To this point generally three to eight days have elapsed since completion of the mission (Cuba is an obvious exception).

3. Subjects for the boards are recommended jointly by the Collateral Support Division/NPIC, technical and production personnel and senior photo interpreters, and are finally approved by Director/NPIC.

4. In preparation for his briefings, the Director/NPIC discusses the targets with the senior OAK coordinator and with the Collateral Support Division/NPIC. The latter supplies cards containing reviews of previous coverage and some collateral information on each target. Labels are then decided upon. In accordance with DCI instructions, these boards, when approved by Director/NPIC and completed in two copies, are released simultaneously for briefing of DCI and Director, DIA.

5. In this rapid processing, DDA analysts are not normally involved. There is little opportunity for consultation and there is little written material for review. Thus, the Director/NPIC usually is called upon to give his briefing to the DCI before other boards or tents have been seen by DDA analysts or the heads of DDA offices.

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DISCUSSION

6. The schedule outlined above poses several problems. The preliminary views expressed in the briefing have at times been inaccurate and the photography has not yet been fully related to other kinds of intelligence. Such visual evidence may have considerable impact on high officials and, since detailed photo interpretation and analysis in depth may be some time in coming, any misconception may be difficult to correct if in fact opportunity to do so ever arises. In CIA, no other source material is presented to such a high level without the benefit of all-source analysis.

7. In effect, the immediacy with which reporting on all new photographic missions is currently handled is similar to that normally afforded only indications intelligence, where the need for quick reporting outweighs the inherent dangers of superficial, single-source analysis. In the past, the simplicity of the major intelligence problems (e. g., did the Soviets have deployed ICBM's or didn't they?) and the immediate political consequences of the answers to such problems may have warranted the immediate reporting of preliminary photographic interpretation. Today, however, our knowledge of current Soviet strategic capabilities is much greater and consequently

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the strategic intelligence problem is neither so simple nor so immediate. In the case of Communist China, on the other hand, collateral information is often lacking or scarce and, therefore, it may take some time to provide an analysis of a target. In either case the current situation does not justify preliminary photographic reporting on strategic matters.

8. Despite the necessities of life under a national charter, there appears to be sufficient flexibility of operation at XPIC to accommodate some changes. The assets of the CIA departmental contingent, the Photo Interpretation Division (PID), could be employed to ensure response to the needs of the Agency for immediate reporting in greater depth than is now the case with the joint CIA/DIA teams. PID could provide PI support on further analysis of targets screened by the OAK teams each day. DIA would be free under this procedure to follow suit or make other arrangements to meet its current intelligence needs.

RECOMMENDATIONS

9. The working group recommends modification of present procedures as follows:

- a. Except in the case of new developments of overriding significance, all final review of

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